

The Pacific Connection

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US Army Corps of Engineers
Pacific Ocean Division

Change of Command ceremonies highlight summer

Strock assumes command of POD

Story by Larry Hawthorne

The mantle of command changed hands Aug. 13 as Col. Robin R. Cababa, departing commander, passed the POD flag of leadership to Col. (P) Carl A. Strock, in ceremonies at Palm Circle, Fort Shafter, Hawaii. Lt. Gen. Joe N. Ballard, Chief of Engineers, officiated.

A group of about 200 invited guests and fellow POD employees viewed the ceremony, which featured for the first time a civilian participant. Elsie Smith, senior division employee in length of service with 55 years, served as intermediary to pass the unit flag from the assembled military color guard to Cababa, who in turn relayed it to the Chief. Ballard's subsequent passing of the flag to Strock symbolized the change of command from the division's 20th to its 21st commander.

Cababa, who had been in command for two years since the departure of former POD Commander Brig. Gen.

Henry S. Miller, Jr., left POD to assume a new command at the Waterways Experiment Station, in Vicksburg, Miss.

In his departing remarks, the outgoing POD commander thanked customers and employees for their support over his tour of command and the two years previous to that he served as deputy division commander and chief of staff.

Strock told the crowd that although he was new to the Pacific he came from a military family that was steeped in local tradition. Many of his relatives in uniform had served in the Pacific, he said.

Ballard commended Cababa for his efforts during a tumultuous period of transition at POD and wished Strock good luck as he embarked upon his tour of command.

At the ceremony's conclusion Cababa and his wife Claudia met with well-wishers at the reviewing stand while Strock and his wife Julie and two sons, Christopher and John, received guests at the gazebo at the edge of Palm Circle.



Photo by Jim Dung.

The 21st commander of POD, Col. (P) Carl A. Strock, addresses the crowd gathered at the Parade Ground on Palm Circle at Fort Shafter for Change of Command ceremonies.

POD moves closer to new structure

Story by Alexander Kufel

Separation of POD/HED moved one step closer to realization in early September with the decision to conduct a reduction-in-force (RIF) beginning on Sept. 15 that will start the ball rolling towards stand-alone division and district by Jan. 1, 1998.

"We were able to determine that by fully staffing the Division we would leave an affordable number of people in HED," said Lt. Col. Ralph Graves, HED Commander. "That means that the

organization will be able to support those positions based on current Honolulu District income," he said. Because of the affordability, there is no recognized need to provide separation incentive programs to employees.

The decision means that there will be no involuntary separations, said Vernon Kajikawa, Human Resources director, although there will be changes in what some employees do, and for whom — division or district — they do it.

The fact that no jobs will be lost is in agreement with what then-Commander Col. Robin R. Cababa said at the July 17 Town Hall Meeting.

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Certainty: *We can be absolutely certain only about things we do not understand.* — **Eric Hoffer, American writer**



**By Col.
Carl A. Strock**
POD Commander

Commander's Comment

Working together toward the future

This is my first opportunity to express my thoughts on assuming command of this outstanding organization. A good place to begin is to tell you all that I am very happy to be here. My family is also elated to be here in the Pacific and we are all looking forward to making a quick *malihini-to-kamaaina* transition and settling in as a part of this Pacific Ocean Division *ohana*.

I mentioned at the Change of Command and have told many of you personally that I came here with a pre-conceived impression of POD as a very professional organization with a fine reputation. Everything I have encountered thus far has only served to enhance that opinion. The positive impression of POD is one that I now share and I want to do what I can to bolster it even more.

An important tool we have to guide our day-to-day activities and insure our continued success is encapsulated in the Corps Vision. Lt. Gen. Joe N. Ballard has given voice to the Vision, but it is up to each of us to give it life. If you take a close look at the Vision you will see that it is not just a lot of words, but is a very precise road map for our future and that of the Corps of Engineers.

The Chief calls it "Corps Plus" and it is a strategy with three primary pillars:

- Revolutionize Effectiveness
- Seek Growth Opportunities
- Invest in People

In support of each of those goals are seven sub-strategies: Align for Success; Satisfy the Customer; Build the Team (Revolutionize Effectiveness); Serve the Army; Enhance Capabilities (Seek Growth Opportunities); Build Strategic Commitment; Reshape Our Culture (Invest in People).

It would be hard to identify anything we do that does not fit somewhere into that prescription. But that would be working at it inside out. It is much more important and productive to look at the contents of

the prescription and actively work to do those things that support and enforce those ingredients. We need to look at the Vision first and then shape our methods and actions to reach the goals it prescribes. We have developed a campaign plan that seeks to do just that.

Our plan supports the three major goals that are telling us to, first, become better at what we are already doing. Second, find even greater challenges and learn to do them well. And, third, to remember that our most important resource to meet any of these challenges is and always will be our people. Through them we will see the greatest return on our investment.

“
...investing in our people
is foremost on my mind...
”

—Col.(P) Carl A. Strock

I can tell you that investing in our people is foremost on my mind right now, since we are in the middle of a process that will permanently alter the format of our organization and the way we do business. As the first commander of the “pure” division — or at least the one that is currently in the making — you may notice that I will intentionally emphasize the differences I see in the organization from whence we come to the one toward which we are headed. I also realize that the road from a combined organization to one that is functionally separate and distinct cannot be built without some personnel — and even personal — turmoil. I sense the anxiety in the work force with regard to not only “where” but “if” we will all be working here in the future. And that only makes the goal of “investing in our people” that much more significant and critical to our long- and near-term success. I intend to invest in your knowledge of what is happening in our organization, your skills and training in being able to handle the challenges that face us and to ultimately invest in your professional future — as if it were our own. And it is.

So, this is just the beginning and like the start of any journey I embark upon it with a great sense of optimism and of elation of having the opportunity to lead this organization. I look forward to the professional challenges we will face and overcome together here in the Pacific.

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Division Commander	Col. (P) Carl A. Strock
Chief, Public Affairs	Larry Hawthorne
Editor	Alexander Kufel
Photographer	James Dung



Enthusiasm: *You will do foolish things, but do them with enthusiasm—Colette, French writer*

Opinion

The kindness of strangers

I'm sure that in the Statistics-We'd-Rather-Not-Keep Dept., high up on the list is information concerning the vulnerability of tourists, visitors, and just plain strangers. Let's face it, traveling outside of their normal habitat puts them on uncertain ground. Anything could happen and, if news stories are any indication, usually does. Therefore, when I do travel, I prefer to do it in the company of at least one other person. That way we can watch out for each other.

Recently, however, I've found myself traveling alone and, of course, I'm prepared for any emergency. I pack a flashlight, can opener, cork screw, pocket knife, first aid kit, sewing kit, paperback books, pocket toothbrush, travelers checks, food snacks, maps, lots of quarters and \$1 bills, phone numbers and addresses of everybody from my mother-in-law to the plumber down the street and, of course, clothing spread between two bags, rather than all in one, in case my luggage goes in two different directions. In other words, even though I carry a lot of baggage when I travel with another person, there's even more when I travel alone.

I therefore find it somewhat amazing that I wasn't even five minutes into my latest journey before I started placing trust in strangers – involuntarily, of course. A tour group of about a dozen people cut in front of me at the agricultural inspection checkpoint, separating me from my suitcase; it was picked up by their porter and trundled off to whatever airline they were headed for.

"Hey," I said, "where's my bag?"

I was surrounded by tourists carrying Japan flags and banners. They all bowed deeply to me. "Sorry," they said in chorus. "Your bag is on its way to Narita Airport in Tokyo."

The bag was returned to me just then as if it were on a tether. There was a package of macadamia nuts attached to the handle. "Aloha," I heard. "Aloha."

The check-in line had gotten longer by the minute. The agent at the First Class desk waved me

over. "Sorry," she said, "I can't give you an upgrade but I can help you beat the line. Is that okay?"

More incidents followed: Free headset on the plane; person in front of me at LAX got two coffees instead of the one he paid for so the cashier gave it to me without charge; free newspaper in Chicago handed to me by a stranger; an elderly travel-buddy to Washington Dulles airport and I took turns watching each other's carry-on bags during a three hour delay; a free rental-car upgrade at the airport; folks at the hotel solving minor problems – like leaving home with the wrong brand of travelers check; free bagels; free eyeglass repair. There's more, but I'll spare you.

So, I'm wondering. What is going on? Has Hawaii, my adopted home, been secretly exporting the Aloha spirit and giving

it away so that virtually everyone I meet goes out of their way to prove that they already have more than their share? Or, is it something else? Shocking television and newspaper crime stories notwithstanding, is America still a nation that loves to prove to strangers that they are among the world's most decent, caring, giving people?

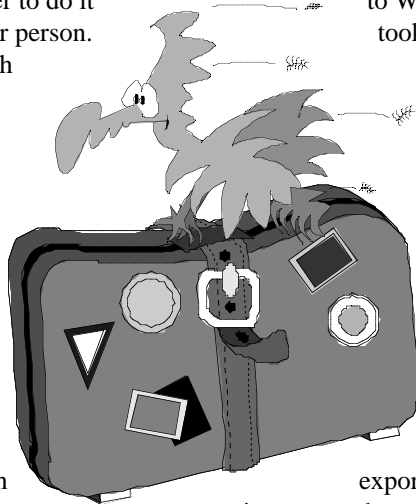
I guessed I'd find out the answer to my questions before long, at that point my trip was only half over.

I was not to be dissuaded in my thinking. In Washington, D. C., strangers sensed my confusion and helped me figure out Metro ticketing (The metropolitan subway system there has to be the easiest one in the world to get around on, but the hardest one to pay for. But, that's another story.); more free coffees, sodas and snacks at various snack bars; lots of guidance and good advice in various stores; and so on.

Okay, already. I'm convinced. Americans are pretty nice people. I would like to make just one suggestion, however. What do you say we direct this generous spirit towards the people we come in contact with every day, instead of just strangers? Then, as a nation, we'd really have something to be proud of.



Just Thinking
by Alexander Kufel



Criticism: *He has the right to criticize who has the heart to help.*—Abraham Lincoln, U.S. president

Getting to know the commander

Story by Alexander Kufel

Editor's note: POD's new commander, Col. (P) Carl A. Strock agreed recently to an interview in question and answer format. Following are his responses:

Question: Col. Strock, was coming to POD

something you had looked forward to for a long time?

Answer: I have always looked forward to coming back to USACE since my service in Mobile District from 1980 to 1983. POD has a great reputation so I was delighted when the Chief informed me of my selection to command.

Question: Have you had any surprises since assuming command?

Answer: I sure have. First of all, the

level of competence and commitment within the division are higher than what I had even expected. Secondly, with all my experience at the project level I expected to be more involved in design and construction. Instead, I've been so busy dealing with resources and customer relations that I haven't had time to put on a hardhat and visit construction sites. The fact that I haven't had a need to get into the field speaks highly of how well people do their jobs but I still hope to get involved in the excitement of seeing projects move from the

drawing board to reality.

Question: What are your immediate concerns?

Answer: I want to complete the restructuring work for POD and HED that has already begun. I'm anxious to see HED stand up as a separate entity. I want to accomplish that without disrupting the flow of work and with a minimum impact on the workforce.

Question: How about longer-term concerns?

Answer: I view the decision to retain POD as recognition of the importance of the Pacific to the future of our nation and the key role the Army's engineers will have. I want to give the division a regional view that incorporates all of its districts, rather than just a specific, local area view. This is especially important with the addition of the Alaska District and increasing workloads in the Japan and Far East Districts. To accomplish that I think we have to reinvigorate the division.

Question: Do you have specific plans to accomplish these things?

Answer: It's important for people to realize that I consider the COE's Strategic Vision to be an essential document which will add structure to the changes we are undergoing. I'm a proponent of "Investing in People" and feel that it is the most important element of the Vision. For example, all employees should have specific training paths that will make them more effective in their present position and prepare them for advancement to the next level. The other elements of the Vision, "Revolutionize Effectiveness" and "Seek Growth Opportunities," will follow if we carefully invest in our people. You will undoubtedly hear me repeat these things often. To paraphrase an old Army saying, "If you take care of the soldiers, they will take care of the mission."



POD Commander Col. (P) Carl A. Strock cordially answering questions in his office at Fort Shafter.

Photo by Alexander Kufel

New structure...

Continued from Page 1

A personnel team from the Fort Richardson, Alaska CPOC (Pacific Region Civilian Personnel Operations Center), led by Tony Whitehouse began the process Sept. 15. They are scheduled to brief POD Commander Col. (P) Carl A. Strock on the outcome Sept. 29.

Thereafter, the 60-day notice period for those receiving RIF letters will begin no later than Oct. 7.

There will be an Oct. 17 suspense date for employees accepting or declining RIF offers. The effective date of RIF actions will be Dec. 12.

This will be a very busy period, said Graves. At the same time, plans are underway to conduct minor renovations to building 230 at Fort Shafter; to complete telephone-line work corresponding to the renovations; and to enact a contract for furniture moving that will facilitate moving upon completion of the RIF actions. By Jan. 1, 1998 everyone will be in their new organization.

Responsibility: *Few things help an individual more than to place responsibility upon him, and to let him know that you trust him. —Booker T. Washington, American educator*

Computer-driven simulations displacing large-scale maneuvers

High-tech military exercise improves readiness, save millions

Story by Alexander Kufel

For three weeks in August, POD participated in Ulchi Focus Lens (UFL), the world's largest computer-simulated military exercise, by providing support to FED directly from Honolulu, said emergency operations (EMD) planner Thomas Brady.

"Volunteers from our on-going roster did the actual work; they made it happen," said Brady. "EMD just took care of the planning." He said that one POD employee — Lori Sorayama, IM — increased the division's knowledge base considerably by going as far through the entire process of preparation for deployment for war as you can go without actually leaving Hawaii.

Tens of thousands of South Korea troops, as well as 16,500 U. S. service members, were involved in intensive computer simulations of combat situations involving North and South Korea, according to international observers. UFL was conducted by the Combined Forces Command and U.S. Forces, Korea (USFK) in cooperation with the South Korea government. It was the 22nd annual exercise of its kind.

"The volatility of relations between the two Koreas put an element of excitement into this exercise," said Brady.

POD/HED maintained an emergency operations center and participated in order to improve its ability to support FED and USFK in event of war, said Brady. In its planning, POD recognized the need to develop military contingency, or wartime, staffing and deployment skills.

Another goal was to further train a cadre of civilian volunteers that could also be employed in event of a natural disaster such as a hurricane or earthquake.

"We felt that our participation provided very important training," said POD contingency operations planner Steve Philben. "We have requirements under some other programs for deployment within six hours of notification, so this really helped refine our skills."

As a command-post exercise, UFL does not involve field exercises or actual movement of ground troops, as did the large-scale "Team Spirit"



FED photo

During contingencies, FED uses a deployable EOC (Emergency Operations Center) as a command post. Its function is to maintain a safe distance from armed conflict.

exercises of the past. However, to make the exercises more realistic, a military spokesman said 28 fighter jets, posing as enemy planes, appeared unannounced over 40 South Korean cities.

Such exercises are designed to evaluate and improve combined procedures and plans for contingency operations. Exercise planners reported that by employing computers and modeling techniques in simulation exercises, cost savings are estimated to be in the tens of millions of dollars.

Overseas observers also reported that Seoul officials said the exercises had long been planned and had nothing to do with the four-nation peace talks being arranged by the two Koreas, the United States and China.

In related news, for the fourth year in a row, the United States and South Korea canceled the large-scale physical exercises known as "Team Spirit." Those exercises normally involve 100-200 thousand U. S. and South Korean troops and were held annually from 1976 - 93. In recent years, maneuvers have been canceled in the face of criticism from the North Korea government in Pyongyang denouncing the exercises as preparations for an invasion. "Team Spirit" was canceled this year so as not to interfere with peace talks.

Obsolescence: *Leadership is intangible, and therefore no weapon ever designed can replace it.*
—Omar N. Bradley, U. S. general

A stirring military tradition

POD Change of Command

In Aug. 13 ceremonies at Palm Circle, Fort Shafter, Hawaii, Col. (P) Carl A. Strock became the 21st commander of the Pacific Ocean Division.



An honor to cherish...

by Elsie Smith

I have always loved flag ceremonies. They evoke my patriotism and pride in being a U.S. citizen. They reinforce the love for my country that was instilled in me in my early youth, beginning in Kaahumanu Elementary where we began each day's learning with the Pledge of Allegiance and a patriotic song.

The command change Aug. 13 was such a ceremony. I shall cherish the memory of the role bestowed on me for this historic event.

As I stood in front of the Color Guard, I felt deeply grateful for the honor and privilege of taking part in "Passing the Flag" or passing of the corporate gavel to the new POD commander. It is with awe that I recall holding the flag and facing the official party of Lt. Gen. Ballard, Col. (P) Strock and Col. Cababa. Three cheers for Duty, Honor, and Country!

Photo essay by Jim Dung

(Right) The green lawn of the Palm Circle parade field and the blue skies of Hawaii provided an ideal setting for the POD Change of Command ceremony. Here the color guard presents the "Colors" to the official reviewing party. (Far right, l to r) Lt. Gen. Joe N. Ballard, USACE Commander, who came from his headquarters in Washington, D.C. to preside at the ceremony, Col. (P) Carl A. Strock, incoming POD commander, Col. Robin R. Cababa, departing POD commander.



...the division flag passes to its



Life: *Life is easier than you'd think; all that is necessary is to accept the impossible, do without the indispensable, and bear the intolerable.*—**Kathleen Norris, American author**

Command



(Below) The new "first family" of POD was greeted and welcomed at the Palm Circle gazebo reception: Col. (P) and Mrs. Carl A. Strock, their sons Christopher and John who are cadets at Virginia Military Institute, and Mrs. Merle Moore, Mrs. Strock's mother visiting from Atlanta.

new commander



(Left to right) The ceremony of the passing of the flag symbolizes the change of leadership. Elsie Smith, senior civil service employee, holds the POD unit colors; she passes the colors to Col. Cababa; the outgoing commander relinquishes the colors to Lt. Gen. Ballard; the USACE chief hands over the colors to the new commander, Col. (P) Strock.



Repetition: *There is nothing wrong with making mistakes. Just don't respond with encores.*—Anonymous

Avoid making partying a matter of life or death

Stay safe for the holidays



Employee safety is a year-round concern to POD safety officer Bruce Barrett. Here Barrett conducts a course for HED employees on construction safety and new aspects of the Safety Manual. Not shown are co-teachers Karl Anderson, JED; Jim Ruyak, Saint Paul District; and Frank Trent, USACE Safety Office. Photo by Alexander Kufel

Story by Alexander Kufel

September marks the beginning of the holiday season, with holiday weekends traditionally the time of greatest risk to motorists, boaters and partygoers, said POD safety officer Bruce Barrett.

"We want our work force and families to take a few minutes to think about the right things to do, and

what not to do, especially before driving a car, SCUBA diving or boating," said Barrett. "Those areas have the greatest number of holiday fatalities."

Safety specialist Geri Pasco said that statistics indicate several things about risk:

- Motor vehicles accidents account for 40,000 deaths per year in the United States.
- Risk increases with speed, fatigue and use of alcohol or other substances.
- It is at its highest rate between Friday and Monday and between the hours of 10 p.m. and seven a. m.
- The group at highest risk for motor vehicle accidents are those from 19 - 23 years old.
- Nationally, 80 percent of all motor vehicle accidents are alcohol or drug related.

The most sensible thing that a person of any age can do when they're out partying is to appoint a designated driver, said Barrett. "If worse comes to worse, they can take a cab or other public transportation."

The Electronic Library

By Ruby Mizue

Corps of Engineers Library System Catalog

You can now search for books and documents available within the Corps of Engineers library system from any PC with Internet access. The unified catalog of Corps holdings is accessible from the USACE Library Program Homepage at:

<http://libweb.wes.army.mil/usace.htm>.

From the Library homepage, click on "Online Union Catalog." The new Internet-based Union List is available at no cost with a user-friendly search engine. Check out the system by searching for words in a title, by subject, or by authors. Online Help and instructions are included in the Overview. If you need assistance in obtaining a particular document, contact me at 438-8348. If the document is not available in POD, we can arrange a loan.

BNA Environment Library Update

The full text of all proposals and amendments to those federal regulations included in BNA's

Environment Library on CD and the full text of state amendments and BNA's state regulatory summaries are available at BNA's new Web site:
<http://es.bna.com>

This new service supplements our networked CDROM subscription, which is available only to POD/HED staff due to licensing and copyright restrictions. Access to this website requires a user ID and password. Call 438-8348 for the required information.

FREE MEDLINE

While this column generally focuses on mission-oriented or engineering topics, health care and wellness are important factors in employee productivity and morale. On June 26, Vice President Gore announced and demonstrated a new service to provide all Americans free access to MEDLINE, the world's most extensive collection of published medical information. This free service from the National Library of Medicine offers all citizens the most current and credible medical information to improve their daily lives and health. The web address is:

<http://www.nlm.nih.gov>.

Explore this site as you make decisions affecting your health, your families, and your work environment.

Caring: *Too many of us stay wallled up because we are afraid of being hurt. We are afraid to care too much, for fear that the other person does not care at all.*— Eleanor Roosevelt, American diplomat, author

The Ho'okupu Ohana is your family, too

Ohana seeking employee support

Story by Alexander Kufel

Take one interisland flight or stay one night at a modest hotel and you can spend \$50 and have only that one thing to show for it. On the other hand, If you purchase an Entertainment '97 book from POD's Ho'okupu Ohana



At an informal meeting of the Ho'okupu Ohana, past and present committee members discuss the history of the Ohana. (L to R) Val Lee, PP-MD; Harry Aoki, ET-TE; Bingo Chee, ET-CS; Helen Stuppelbeen, ET-PP; Wendy Mow, PP-MD; David Lau, PP-MC. Photo by Alexander Kufel

for \$38, the benefits accrue so rapidly that the book can pay for itself the first time you use it.

"The best reason to buy the book is because \$7.50 of each purchase goes directly to the Ho'okupu Ohana," said chairman David Lau. "We are a stand-alone organization and don't receive funding from other sources. The money we get from the books is used within POD for such things as flower leis for retirees day, the executive board luncheon and even the change of command ceremony."

The Ohana provides support to POD employees in additional ways too: it provides refreshments for the savings bond drive, pays for the rental of Bellows Beach park and provides life guards for Organization Day, provides gifts for hospitalizations and of condolences for funerals and, on occasion, has even supported the FED Morale Welfare Recreation fund.

"We need people to participate in the Ohana in two ways," said Hon-Ping "Bingo"

Chee, ET. "Buy the book and join the committee." Participation isn't time consuming, the committee meets once a quarter, but it's important to keep the Ohana going, he said.

Vice-chair Helen Stuppelbeen, ET, said that they currently are looking for nominees. All it takes is for two people to submit a name.

Chee summed it up: "The personal sacrifice is small, the contribution we can make is large."

To either purchase Entertainment '97 or nominate people to the committee call:

David Lau, PP-MC, 438-8881

Helen Stuppelbeen, ET-PP, 438-0430

Tim Young, ET-PP, 438-7013

Bingo Chee, ET-CS, 438-6965

Ron Pang, ET-S, 438-9530

Jody Yoshishige, ET-TC, 438-8416

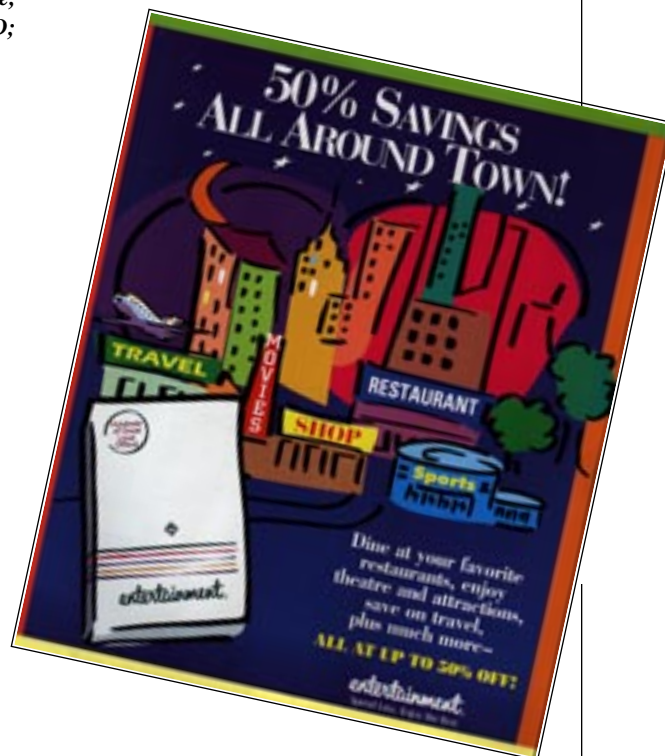
Cyndee Oleyte, ET-CB, 655-5275

Dora Nishihara, HR, 438-2072

Val Lee, PP-MD, 438-2573

Wendy Mow, PP-MD, 438-6907

Books will be available for pickup Sept. 24.



Impact:

Kind words can be short and easy to speak, but their echoes are truly endless.

—Mother Teresa, Roman Catholic missionary and Nobel Peace Prize recipient, 1910-1997.

In the Field



Change of Command produces unusual photo opportunity. The historic occasion brought together the USACE and POD division and district commanders for a rare photograph. From left, Col. Sheldon L. Jahn, Alaska District, Lt. Col. Ralph H. Graves, Honolulu District, Col. (P) Carl A. Strock, Pacific Ocean Division, Lt. Gen. Joe N. Ballard, USACE, Col. James L. Hickey, Far East District, Col. Jonathan A. Jacobsen, Japan District, and Col. Allan B. Carroll, POD Chief of Staff. Photo by Jim Dung.

POD has launched its own home page on the World Wide Web. Find it at: <http://www.pod.usace.army.mil>

PRODUCTIVITY CORNER

Defective parts

IBM Canada Ltd. ordered some parts from a new supplier in Japan. The company noted in its order that acceptable quality allowed for 1.5 percent defects. The supplier sent the order, with a few parts packaged separately in plastic. The accompanying letter said, "We don't know why you want 1.5 percent defective parts, but for your convenience, we've packed them separately."

—Toronto Globe and Mail

Wisdom is not always wise

For centuries, the world believed that Aristotle was correct when he said that the heavier the object, the faster it would fall to earth. Aristotle was regarded as the greatest thinker of all time — how could he be wrong? A simple experiment could have been conducted to prove the theory by taking two objects, one heavy and one light, and dropping them from a great height. But no one stepped forward to try until nearly 2,000 years after Aristotle's death. In 1589, Galileo Galilei summoned learned professors to the base of the leaning Tower of Pisa. Then he went to the top and pushed off a ten-pound weight and a one-pound weight. Both landed at the same time. But belief in the conventional wisdom was so strong that they denied what they had seen and even continued to say that Aristotle was right.

—The Executive Speechwriter

Tracking goals and successes

At one time I studied European history, especially the 15th and 16th centuries. I found that two institutions had become dominant forces: the Jesuit Order in the Catholic south and the Calvinist Church in the Protestant north. Both adopted the same learning discipline.

Whenever a Jesuit priest or a Calvinist pastor does anything of significance — making a key decision, for example — he is expected to write down the results he anticipates. Nine months later he traces back to those notes to determine what went well, and what his strengths are. It shows him what he has to learn and what habits he has to change. Finally, it shows him what he has no gift for and cannot do well. I have followed that method for myself now for 50 years.

—Peter Drucker, INC. magazine, February 1997

Aging: *The seven stages of man have become pre-schooler, Pepsi generation, baby boomer, mid-lifer, empty nester, senior citizen, and organ donor.—Bill Cosby, American comedian*

PRODUCTIVE PEOPLE



Elizabeth Ann Bracken

Hometown: Fort Sumner, New Mexico

Years with Corps: 4

Works in: Resource Management

POD's Budget and Manpower Officer "Izzy" Bracken finds great similarities between cultural pride in Hawaii and that of her home state.

"New Mexico's a place where it's okay to be yourself," said Bracken. "I've found the same thing seems true in Hawaii and I've really enjoyed being here during my four years with the Corps."

Doug, Bracken's husband, also works for the Army. During their 17-year marriage they've lived in New Mexico, Texas, Missouri, Germany, Colorado and Hawaii. Bracken said that each place they've lived has been interesting and exciting and has yielded cherished friends, with her husband being her best friend. The next stop will be Kansas, where Doug has accepted a promotion.

Bracken has a lot of interests. She enjoys cooking, does needlework, cultivates roses, goes to the beach and confesses to love fishing and game hunting—deer, elk, turkey. She has won several trophies in pistol marksmanship competitions.

"I'm not sure what my next job will be when we get to Fort Riley," she said. "I've had a dream of someday establishing a B&B (bed and breakfast). Maybe this will be a good time to do it."

Bracken said that she would have liked exploring Kansas ahead of time, but this has been a busy year. As it is, her husband is going to Kansas before her; she's not leaving until Oct. 1, after the fiscal year closes.

Izzy is making POD more productive.



Richard Raber

Hometown: Kent, Ohio.

Years with Corps: 27

Works in: Programs and Project Mgt.

Things quickly get complicated as Richard "Dick" Raber explains his job as chief of DETS (Directorate of Engineering and Technical Services) Support Branch. "Although we're in PPM," he said, "my office does funds management, budgeting and forecasting for DETS. Someone else does all that for PPM."

Thus, Raber does not see POD/HED's current restructuring as something negative. "We may come out of this with a clearer view of our place within both the division and the district," he said.

Concern for details is an integral part of Raber's job. "When I got out of the Air Force and went to work at Sacramento District, I knew immediately that the Corps was for me," he said. He has equally enjoyed the places this work has taken him.

"I liked Hawaii right away when I came here 10 years ago," he said. "Soon after that I met my wife, Carol, and got married within a year and a half. I now consider Hawaii to be my home."

Home, however, seems to be a launching place for the cruise-traveling that Raber and his wife like to do. This year, with two other Hawaii couples, they're going to Maine and Massachusetts in time for autumn colors. Next year's plans include a cruise through the Panama Canal.

"We enjoy life, like seeing new places and different cultures, and eating good food," he said. "We exercise both to stay fit and to compensate for eating out!" Dick is making POD more productive.

Leadership: *I suppose that leadership at one time meant muscle; but today it means getting along with people.*
—Indira Gandhi, Indian political leader

Farewell to Col. and Mrs. Cababa

On Aug. 26, 1997, POD employees said *aloha kakou* to Col. Robin R. and Mrs. (Claudia) Cababa at a luncheon at the Hale Koa Hotel in Waikiki. Cababa left POD to assume command at the Waterways Experiment Station in Vicksburg, Miss. He was the POD Acting Commander and Division Engineer from Aug. 14, 1995 to Aug. 13, 1997.



(Above) Col. and Mrs. Cababa admiring the many flower leis received as tokens of "aloha" from well-wishers.

(Left) Receiving the Legion of Merit award from incoming POD commander Col. (P) Carl A. Strock. Photos by Jim Dung



Aloha means hello to 1st Lt. David Troutman, POD Executive Officer and his wife Jennifer. David was with the 84th Engineers at Schofield Barracks for the past two years. He is originally from New Cumberland, Pa.

Get Well wishes to Lily Lee, ET-PO, on her recovery from illness. Recently back in the hospital, Lily was moved from "intensive" care to "progressive" care and is now in room 311 at Straub Hospital for those wishing to visit or send flowers. Keep up the fight, Lily!

Be prepared! Hurricane season isn't over yet

Hurricane season in Hawaii is from June 1 - Nov. 30.

Before a hurricane strikes, you can save yourself time and trouble later by taking these steps:

- Check phone book for information on evacuation zones.
- Determine safe routes inland if you live near the sea-coast.
- Learn locations of nearby shelters.
- Create a family action plan.
- Trim back dead wood from trees and plants near your house.
- Stock up on items for evacuation and survival kits.
- Make arrangements for someone to take care of your pet.
- Keep fueltank in car close to full.
- When away from home, unplug electrical appliances when not in use.

Evacuation Kit

*Flashlight.
Portable radio.
Batteries.
Non-perishable food for five days.
Containers of drinkable water.
Special diets and medications.
Personal toilet articles.
Change of clothing.
Matches or lighter.
Candles.
First aid kit.
Manual can opener.
Sleeping bags or blankets.*